BCBC Services Catalogue: Outline of Services

Introduction

BCBC is a professional services management company whose core business is workplace and real estate solutions for the public sector. This Services Catalogue outlines the services and expertise available to public sector organizations through BCBC.

The Services Catalogue is a tool for BCBC and its clients to use when discussing ways to meet their service needs. The Catalogue descriptions provide an overview of the nature of the services and how they may be applied to support clients' objectives. BCBC's professionals draw on their experience and expertise to ensure that those services are packaged and delivered effectively to serve the unique needs of the client.

The objectives of the Catalogue are to:

- ✓ Ensure internal and external consistency in the definition of services
- ✓ Enable BCBC's client service representatives to create customized solutions to meet clients' needs;
- ✓ Provide BCBC and its clients with a common language through which to discuss service needs, delivery mechanisms and performance expectations;
- ✓ Serve as a basis for the continued development of Operational Service Level Agreements (OSLAs) with clients;
- ✓ Facilitate appropriate "bundling" of services to achieve shared services goals of improved efficiency and cost-effectiveness, and
- ✓ Support BCBC's new business and financial models and position BCBC to improve its focus on customers.

The detailed service descriptions in the Catalogue are divided into three main areas: Strategic Advisory Services, Workplace and Real Estate Solutions, and Workplace Management.

A fourth section titled Tenancy Services is currently under development.

Catalogue Development

The Services Catalogue was developed by an internal team of subject matter experts from each BCBC service area. The team worked collaboratively to ensure that the content of the Catalogue was comprehensive and accurately reflected the skills and expertise available at BCBC.

1. STRATEGIC ADVISORY SERVICES

Introduction

Strategic Advisory Services (SAS) develop integrated resource and facility strategies that enable cost-effective solutions to changing business imperatives and environments. A variety of decision support methodologies are developed and used to help clients focus on key decisions factors, consider suitable options, evaluate financing and procurement strategies, manage risk and undertake the change management needed to identify and initiate priority projects that provide sustained value to their operations.

Strategic Advisory Services are delivered in-house by BCBC resources.

1.1 Portfolio Planning

1.1.1 Capital Planning

Analysis and strategic advice on real estate and accommodation needs for optimal program delivery, within the Capital Asset Management Framework and in the context of customer priorities, service plans, service delivery models, performance agreements, and the customer's existing real estate portfolio and other infrastructure. Products include options analysis, business case, risk assessment and mitigation strategies, and capital plan.

1.1.2 Financing/Procurement Strategies

Analysis and advice on financing and procurement strategies to optimize alignment of assets with program and business requirements (e.g., public-private partnerships).

1.1.3 Functional Facility/Inventory Assessments

Physical and functional assessment of properties to ensure optimal use of real estate assets and effective program delivery. These assessments also provide input to the development and coordination of capital and operating budgets, and to assess the fit between assets and future program delivery needs. Includes seismic assessments.

1.1.4 Value Engineering

Evaluation of assets and programs to draw out potential unexploited value to reduce costs and improve overall revenue to the benefit of the business case at the project or portfolio levels.

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1.2 Asset Planning

1.2.1 Asset Planning

Analysis and advice to develop strategic plans to maximize the performance, utilization and functional value of assets. Includes assessment of potential use for sites and underutilized properties, land use planning, highest and best use studies, and provision of long term asset maintenance plans.

1.2.2 Asset Management Tools

Provision of processes, procedures, tools and templates to assist customers in developing the capability to strategically manage assets, either internally or through third-party service providers.

1.3 Accommodation Planning

Strategic planning to optimize alignment of accommodation needs with real estate infrastructure across the full range of the customer's program delivery needs. Includes integrated accommodation planning services, which seek to maximize the use of public assets, reduce capital and operating costs and improve delivery of services by sharing resources with other publicly funded agencies (e.g., municipal, federal governments).

1.4 Real Estate Policy and Performance Measurement

1.4.1 Policy Development

Facilitate the development of policies and procedures to support customers' governance of owned and leased portfolio. Includes policies for ownership, acquisition, retention, disposal, pricing, capital upgrade and major asset maintenance planning, parking management, seismic and barrier-free projects, heritage and special-use buildings.

1.4.2 Standards Development

Develop standards to support customer service delivery objectives. (space, technical, environmental, security).

1.4.3 Portfolio Performance Measurement and Benchmarking

Analysis to measure and compare the financial performance of individual assets and the real estate portfolio and to establish performance targets.

1.5 Strategic Technical & Environmental Advisory Services

1.5.1 Environmental Management Advisory Services

A comprehensive range of services designed to help customers achieve and maintain compliance with environmental standards, prevent future environmental risks and liabilities, and improve the energy and operating efficiency of their building portfolios.

1.5.2 High Performance/Green Building Advisory Services

Assist clients in creating cost-effective workplaces and learning environments that reduce the environmental impact of their buildings and at the same time dramatically improve indoor air quality and comfort, BCBC offers a full range of development management services, from feasibility studies through to design, construction and occupancy. Services include guidance in developing plans, policies, guidelines, performance standards, business case material and specifications to implement and operate green building projects. Services also include advice on financing and procurement options, integrated design process (IDP) facilitation, assistance managing LEED™ documentation to support certification, and training owners and building occupants. Available resources include model contract documents, case studies and process guides.

1.5.3 Building Technology Advisory Services

BCBC offers a range of technical services through the procurement phase and operations of buildings that assist with achieving the lowest life cycle costs and environmental impacts.

1.6 Strategic Initiatives Management

1.6.1 Facilitation of Process

Develop tools, methodologies and processes to support infrastructure including providing training, reporting, and communication processes.

This service also includes customer satisfaction surveys, measurement and monitoring of KPIs, methods for continuous improvement, post-project evaluations, and elements of Electronic Document Management.

1.6.2 Lead and Facilitate Initiatives

Involves the bundling of multiple similar transactions to meet the needs of a single program, single client, or multiple stakeholders. This service also includes the development of terms of reference for the program including budgets, schedules, reports, and communication plans.

2. WORKPLACE AND REAL ESTATE SOLUTIONS

Introduction

Workplace and Real Estate Solutions services are typically provided by the private sector and managed by BCBC.

BCBC creates best practices workplace and real estate solutions for public sector business environments by:

- partnering with clients to understand and clarify requirements;
- analyzing, preparing and proposing options;
- developing recommended solutions;
- securing necessary approvals and ensuring due diligence, and
- implementing the solution.

2.1 Workplace Planning and Design

2.1.1 Needs Definition

Developing and defining client requirements, including space, furniture and equipment, information and communications technology (ICT), other special requests.

2.1.2 Options Development and Analysis

Development of space and accommodation options, including building configuration, design concept; design solutions; business case development; analysis (including functional and financial assessments) and advice. Post project evaluation.

2.2 Workplace Acquisition and Disposal

2.2.1 Provision of Existing Space

Provision of space from within BCBC's existing owned and leased portfolio.

2.2.2 Leasing Services

BCBC leases space through the private sector for subsequent rental to the customer. Leasing services include: advertisement of space requirements, negotiation of lease, and completion of lease documentation. Also includes advisory services, i.e., development of lease strategy, selection of consultants/brokers, financial and qualitative analysis, and tracking and reporting, for customers who are leasing the space directly.

2.2.3 Site/Property Acquisition Disposal Services

As the Owner's Agent, facilitate the purchase of a (typically) fee simple interest in a site/property. Also, if required, facilitate the modification of the permitted uses (and use restrictions) to enable the customer's proposed use. After the site has been secured, and following completion by BCBC of all requisite due-diligence activities, site/property acquired for subsequent rental to the customer. Includes, preparation and marketing for sale of a (typically) fee simple interest in a site/property. Completion of all requisite due-diligence and disposal activities.

2.2.4 Development/Re-Development Services

As the Owner's Agent, lead private sector consultants through the processes of: scope definition; business case development; acquisition of all approvals related to the proposed building or re-development; due diligence prior to commencing public process; management of public process; consultant selection and management; implementation of the project through competitive construction methods including conventional tendering, construction management or design-build strategies; integrated design process facilitation; application of green building technology; contract management and administration; quality assurance.

2.2.5 P3 Agreement Negotiation and Documentation

Facilitate public-private partnerships (P3s) through: definition of project scope, objectives rationale and preliminary business case assessment; assistance with funding approvals; management of public selection of partner; negotiation and documentation of agreement.

2.2.6 Workplace Decommissioning

Decommissioning of space, e.g., demolition, relocation of furniture, salvage of raw materials and tenant improvements, removal of specialized equipment.

2.3 Workplace Provisioning

2.3.1 Design/Implementation Consulting

Utilizing private sector resources, guide the development of the client program requirements, schematic plans and design development. Complete a feasibility report detailing the scope, budget, schedule and procurement method.

2.3.2 Construction/Tenant Improvements

Utilizing private sector resources, lead the development of Contract Documentation, ensuring that the customer's functional program and technical requirements, as described in the feasibility report are met. Tender and award the construction of the tenant improvements and monitor the project to ensure consultants and contractors complete the terms and conditions of their contracts.

2.3.3 Full Workplace Provisioning (FWP) Procurement (Partner Service Provision)

In consultation with the customer and our partners in service provisioning, confirm and co-ordinate full service integration of voice, data, furniture, fixtures, equipment and office support functions.

2.3.4 Move/Manage/ Monitor/Startup

Move includes preparatory planning of moving of all applicable customer chattels and equipment, direct moving costs, management of move, clean up of facility vacated and minor post-occupancy moves and adjustments.

Manage/Monitor refers to managing and/or monitoring of tenant improvements that are being supplied through contracts with building owners/landlords in leased premises.

Startup involves the coordination and provision of minor items or services (that are not part of general contract) immediately prior to, during or immediately after occupancy to ensure space is functional (i.e., cleaning, signage, picture/whiteboard hanging, washroom equipment and paper products, keys, floor mats, minor lighting adjustments, etc.

3. WORKPLACE MANAGEMENT

Introduction

Workplace Management services are typically provided by the private sector, such as our strategic alliance partner WSI (Workplace Solutions Inc.) and managed by BCBC.

BCBC's Workplace Management group provides full service operational management of clients' owned or leased assets using policies, processes and practices that are benchmarked against public and private sector best-in-class. BCBC works closely with clients to establish services types, levels and frequency that cost-effectively meet clients' program needs and protect the investment in the asset.

3.1 Property Management and Maintenance

3.1.1 Operations and Maintenance

Provision of services to real estate assets to prevent damage or deterioration beyond normal wear and tear. Includes maintenance and minor repair, replacement of building envelope elements, including all exterior architecture, structural and weather-protection components and all interior building systems or components that are integral to the operation of the building and/or required by applicable regulations and codes (major repairs and capital replacement expenditures are generally categorized as Major Asset Maintenance). Activities include day-to-day workplace maintenance services, e.g., security, janitorial, grounds keeping, snow removal, waste management, pest control, fire systems.

3.1.2 Major Asset Maintenance

Major repair and planned capital replacement projects undertaken to building components in order to maintain the integrity of the real estate asset to a standard that existed at the start of occupancy, subject to normal wear and tear.

3.1.3 Mandatory Operating Equipment (MOE)

Repair and planned capital replacement of specialized or program critical equipment and associated systems and services. This equipment would normally be built into or form part of a facility and its operation is deemed "uninterruptible". Generally this equipment is limited to specialized or unique facilities such as a fire hall, laboratory, correctional facility or courthouse.

3.2 Lease Administration

Administration of the day-to-day / operating terms and conditions of a lease, contract, or agreement during the term of the lease. Includes monitoring, inspection, and appropriate follow-up on operating and maintenance contractual responsibilities, and services provided by landlords; payments to landlords and review of invoices submitted by landlords and determination of customer's liability under terms of lease agreement; lease accounting; lease monitoring (landlord/tenant liaison); lease compliance and audit; lease abstracting.

3.3 Asset Management

Provision of Property / Asset Management services to external customers. Includes all activities associated with management of the asset on behalf of the asset owner. The scope of this service could be bundled to include Property Management and Maintenance.